

# COMMUNITY SERVICES TRANSFORMATION PROGRAMME



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Bwrdd Iechyd Prifysgol  
Betsi Cadwaladr  
University Health Board



August  
2021

The Community Services Transformation programme is a joint-partnership project between Betsi Cadwaladr University Health Board, Denbighshire County Council, Conwy County Borough Council and third sector partners.

The purpose of the Community Transformation Programme is to deliver on the vision of Welsh Government for sustainable and integrated Community Health & Social Care. Its vision is for an integrated model of placed-based health and social care to provide seamless services to the people of Conwy & Denbighshire.

## PROGRAMME THEMES

Click on the relevant icon below to access the latest theme update

Local control and  
governance

Integrated Workforce  
and Systems

Integrated Systems  
& Person Centred  
Care:

- ▼ SIPPS
- ▼ ICAN
- ▼ D2RA
- ▼ WSA

Community  
Resource Teams



ICF Funded Projects  
and Case Audits

Communication,  
Consultation and  
Engagement

# Next Steps for the programme

## Whole System Analysis (WSA)

- Consolidating systems mapping and learning into one follow-up session, which will help identify transformational areas to focus on;
- Continued development of 'the start' of a functioning Business Intelligence Dashboard to help better understand the whole system to improve decision making when directing scarce resources;
- Production of 'Plan for Change' report – first draft;
- Decision on next steps for this work, when Grant Thornton (GT) take a step back;
- North Wales right-sizing data project: The latest and final model has now been checked by the Welsh Governments Delivery Unit – and now will be taken to the Community Transformation Service Board for final comments.

## ICF Funded Projects and Case Audits

- Complete the full list of Grant Funded projects for evaluation, which will include non-ICF projects;
- Desktop review of project proposals followed by understanding of where projects are currently against the original proposal and outcomes for citizens;
- Draft evaluation report;
- Each ICF project in Conwy and Denbighshire will be evaluated;
- Local evaluation and monitoring framework – to assist with future project proposals.

## Communication, Consultation and Engagement

- Continue to work closely with Grant Thornton to engage with citizens and learn about their experiences of health and social care – this work may extend beyond the original delivery date of September 2021;
- Completing the Mental Health and Older People frailty case audits;
- The introduction of Seamless Integrated Pathways for People (SIPPS) and Results Based Accountability (RBA) will be undertaken on a regional basis supported by Jo Flannery, Andrew attended the training on the 21st of July re: how we can support this work moving forward;
- Progress with the ICAN/Community Navigator T&F Group work which includes a questionnaire for Social Prescribing Providers in Conwy and Denbighshire to map what is available. Linking in with the National Survey for SP providers issued by Public Health Wales;
- Maintain local level progress across all Discharge to Recover then Assess (D2RA) pathways impacting on the overall management and improved discharge flow;
- Continue to work with and provide support for the CRT's, including continuing with meetings of the CRT Focus Group.

## Community Resource Teams

- CCBC now has 5 CRT lead vacancies and is also seeking to recruit to vacant CRT Liaison Officer roles. A new approach of trying to recruit a full time single post-holder was unfortunately unsuccessful and there are ongoing discussions with CCBC Service Managers about how to move forward.
- Exploration of Band 5 OT rotation – Work has progressed across Conwy and Denbighshire and both Local Authorities plan to have funding in place for BCU Band 5 OT placements in social care in the New Year.

## Any suggestions?

We would welcome any feedback or ideas of anything you would like us to focus on in future issues.

Contact us [here](#)

# Local control and governance

## Developing integrated health and social care localities

### Pacesetter Conwy West – Legal Options

The pacesetter was set up to consider the Legal entities that could be used to support further integration across organisations:

- 4 models were presented and reviewed;
- The outcome was that all 4 models could be appropriate for the Localities;
- The work recommends that the Localities reaffirm their vision and description of integration and further develop working practices to identify the specific areas where further integration can take place.
- The development of a project working with the Conwy West locality is being considered as a test bed for the development of a leadership and management structure.

For more information on this theme please contact:

Alan Hughes on 01492 550403 or 07525 168701 or by emailing [alanhughes@ateiconsulting.com](mailto:alanhughes@ateiconsulting.com)

[RETURN TO TOP](#)

# Integrated Systems and Person-Centered Care

## Whole Systems Analysis (of health and social care)

### WHAT HAS BEEN DONE?

- Key service areas / cohorts to focus on agreed - Mental Health (MH), Older People (OP), and Children and Young People (CYP);
- Methods for collecting, analysing and visualising the data agreed – in the form of Heatmaps (way of visualising lots of data) and Care Pathway Flow maps;
- MH Care Pathway maps drafted – from initial referral through to outcome;
- MH Heatmaps drafted, including proposed metrics;
- First workshops have been held for OP & CYP;
- Data continues to be cross-checked, validated and analysed in readiness for inclusion and modelling within the Business Intelligence Dashboard (visualisation tool) – which is being prepared for a handover from Grant Thornton to the Community Services Transformation Team;
- Data Protection Impact Assessment amended to give partner organisations (BCU/DCC/CCBC) access to original data submitted to Grant Thornton;
- Closing plan agreed.

### WHAT DIFFERENCE HAS IT MADE?

- Has allowed this complex project to progress with a degree of focus and certainty regarding what needs to be completed before Grant Thornton can take a step back;
- Increased understanding of the complexities involved in undertaking such work;
- Helped shape development of Business Intelligence Dashboard.

### WHAT ARE THE CHALLENGES AHEAD?

- Complexity of the whole systems analysis approach and focusing on priority care pathways and collection of 'just enough' key data to help improve integrated working, care pathways and outcomes;
- Ensuring the momentum from this work continues;
- Maintaining and developing/improving Business Intelligence Dashboard;
- Resources to mobilise any potential recommendations in 'Plan for Change'.

### WHAT NEXT?

- Consolidating systems mapping and learning into one follow-up session, which will help identify transformational areas to focus on;
- Continued development of 'the start' of a functioning Business Intelligence Dashboard to help better understand the whole system to improve decision making when directing scarce resources;
- Production of 'Plan for Change' report – first draft;
- Decision on next steps for this work, when Grant Thornton take a step back;
- North Wales right-sizing data project: The latest and final model has now been checked by the Welsh Governments Delivery Unit – and now will be taken to the Community Transformation Service Board for final comments.

For more information on this theme please contact:

David Vaughan on 07557 312227 or by emailing [david.vaughan@wales.nhs.uk](mailto:david.vaughan@wales.nhs.uk)

[RETURN TO TOP](#)

# ICF Funded Projects and Case Audits

## Local evaluation of grant funded projects

### WHAT HAS BEEN DONE?

- Project overview statement (POS) produced and agreed;
- Evaluation framework drafted, including proposed methodology;
- ICF revenue live project list confirmed;
- Shared POS and framework with regional ICF colleagues.
- Case Audit methodology and proforma designed and signed off. First case audit for the respiratory pathway completed. Work is on track to complete the Mental Health and Older Person Frailty pathway audits by the end of August.
- Case Audit Task and Finish Group established to progress with this work. The approach and methodology has been agreed by Conwy Forum & Denbighshire Locality Leadership Team.

### WHAT DIFFERENCE HAS IT MADE?

- Work stream is still in the planning and start-up phase.

### WHAT ARE THE CHALLENGES AHEAD?

- Understanding the wider impacts and outcomes of the projects, which will require input from busy (+++due to COVID) project leads/staff;
- Bringing together the various evaluations of grant funded projects;

### WHAT NEXT?

- Complete the full list of Grant Funded projects for evaluation, which will include non-ICF projects;
- Initiate project, which starts with a desktop review of project proposals followed by understanding where projects are currently at in terms of delivering the outcomes;
- Draft evaluation report;
- Local evaluation and monitoring framework – to assist with future project proposals.

For more information on this theme please contact:

Alan Hughes on 01492 550403 or 07525 168701 or by emailing [alanhughes@ateiconsulting.com](mailto:alanhughes@ateiconsulting.com)

[RETURN TO TOP](#)

# Communication, Consultation and Engagement

## Effectiveness of current ways of working

### WHAT HAS BEEN DONE? WHAT DIFFERENCE DID IT MAKE?

- A Triangulation report setting out key themes from the national consultations, locality needs assessment and the population needs assessment rapid review is near completion. This report will help identify engagement and consultation gaps and will be shared more widely once it has been signed off by the Communications Advisory Group in August 2021.
- **12 Co-production workshops** planned May – June for different citizen groups but did not proceed as planned due to the low take up. 1:1 interviews were held instead with people from different cohorts including the people that signed up for the workshops, as a means of capturing their experience of health and social care. So far 2 workshops have been held, 3 separate 1:1 interviews, with more lined up. Plans are in place to identify further interviewees/small group discussion with care leavers, people with mental health support needs and older people living in rural areas. The final write up of the Engagement Report will be shared with participants before being made more widely available after September 2021.
- Work continues on how to proceed with the **Citizen Assembly** as the first round of expressions of interest resulted in a significant number of ‘professionals’ rather than citizens putting themselves forward. So as not to lose all this knowledge and experience, 2 participatory workshops will run in August with a focus on mental health and older people. A decision about how or whether to proceed with the Citizen Assembly will be made by September 2021.
- **Communication Strategy**
  - A Central Area Transformation Programme communication strategy has been developed;
  - WS4 Communication Action Plan has been developed and is a working document;
  - The first Transformation Programme bulletin was shared week commencing 12th of April.
- **Framework for Care**
  - Team has completed RBA & introductory SiPPS training but the responsibility for developing this work sits with the Regional Partnership Board;
  - Working with Grant Thornton to identify pathways presented and which ones will be chosen to start case audits for respiratory conditions, working age adult mental health, older people and frailty;
  - Andrew is continuing work on the analysis of North Wales Community Dweller Prevention & Management of Falls Pathway has identified additional opportunities for integrating the pathway with social care and an integrated approach to service delivery. Outcomes and performance measures agreed for the Falls pathway;
  - It has been agreed to use the SiPPS/IPOP Framework to help shape community services across the whole system. To support this work, Tracey Williams from the National Collaborative Commissioning Unit, has agreed to provide some introductory training to help Area Teams begin to implement the approach.

## ➤ **ICAN Connector & Community Navigator Task and Finish Group**

ICAN Connector & Community Navigator role: Issue discussed at West Conwy Pacesetter has resulted in the bringing together a number of associated, but disparate, pieces of planned work into one task group.

- 4 meetings of the Task and Finish Group have taken place;
- Sub groups are being formed to look at different tasks, one group has met and created a questionnaire for Social Prescribing and other relevant Providers in Conwy and Denbighshire. This will be issued by the end of July/beginning of August;
- Project Managers and the Professional Lead for Therapies are working closely with the Clinical Lead for the 'Occupational Therapy primary care mental health posts' initiative. This initiative aims to offer proactive specialist first contact support for those with Mental Health challenges and/or emotional distress at a GP level;
- The core of the plan is to recruit 14 band 7 practitioners to work at cluster level, one in each BCUHB cluster. These Practitioners will have a role assessing individuals who present at practice, offering some therapeutic support or facilitating medical intervention/referral on.

## ➤ **Discharge to Recover Then Assess (D2RA)**

At a local level progress is being made across all D2RA pathways impacting on the overall management and improved discharge flow. D2RA pathways 2-4:

- **Pathway 2:** Therapies: resources moved to support front door turnaround. Individual's being seen sooner and transferred to wards with care plan in place, this is a 7-day service. Therapy led direct referrals through to reablement, monthly meeting established. Ongoing monitoring report provided to Discharge pathways group regarding progress made by OT lead.
- Single Point of Access (SPoA) supporting hospital discharge proposal being considered working with OTs facilitating early discharge planning for those on pathway 2; direct referral system through to reablement consistent approach across Conwy and Denbighshire. Pilot agreed to use iPad to facilitate discharge. Linking in digitally to the patient and their OT/ DLN so that the SPoA Advisor can carry out the What Matters conversation from SPoA via an iPad at the patient's bedside. The completed conversation, with agreed actions, would be added onto the LA system the same day and a copy of the conversation emailed back to the ward within 24 hours. Agreed to pilot on 1 ward in Glan Clwyd initially;
- **Pathway 3:** Links to CRTs: The majority of referrals are centralised through SPOA across Conwy and Denbighshire; new referral are Triaged on a daily basis within the CRTs; similar process across all CRTs. Some referrals are received direct into DN service and Therapies; Complex case / operational weekly meetings established.
- Step down/ intermediate care services: Individuals discussed daily on the board rounds and ensure continuation of the planned goals. A referral process has been revised and individuals' journeys will be monitored via the Home First Bureau. Workshop held with NHS Delivery unit 28th April regarding Intermediate care work stream; data will be collected through performance team BCUHB as part of national workstream.
- Approximately 30 additional Health Care Support Workers (HCSW) working across CRTs to facilitate timely discharges and support District Nursing services to support complex cases including palliative care; currently being evaluated regarding impact/benefits as short term funding stream. Transformation team supporting evaluation of HCSW with DN services; also awaiting review of the HCSW ICF project and impact on D2RA pathways. Sub group established to review activity regarding HCSW utilising data from Malinko (DN scheduling system).

- **Pathway 4:** – Improved system in place to facilitate discharges back to care home setting; CHC checklist process implemented; flow chart in place. Referrals facilitated through CRTs for palliative care services. Meeting held with CHC and District Nursing services to discuss/ resolve issues with discharges to care homes. Subgroup to be established to address concerns.

## WHAT ARE THE CHALLENGES AHEAD?

- Service demands, capacity and holidays continue to constrain engagement with CRT's with programme activities. However, support arrangements are in place and Professional Leads continue to keep in contact with CRT Leads and providing assistance and support where required.
- Recruiting service users for the co-production workshops and citizen's assemblies.

## WHAT NEXT?

- Continue to work closely with Grant Thornton UK LLP on the change of approach with the engagement work up until September;
- Completing the Mental Health and Older People frailty case audits;
- The introduction of SIPPS and RBA will be undertaken on a regional basis supported by Jo Flannery;
- Progress with the ICAN/Community Navigator T&F Group work which includes a questionnaire for Social Prescribing Providers in Conwy and Denbighshire to map what is available. Linking in with the National Survey for Social Prescribing providers done by Public Health Wales;
- Maintain local level progress across all D2RA pathways impacting on the overall management and improved discharge flow;
- Continue to work with and provide support for the CRTs, including continuing with meetings for the CRT Focus Group.

For more information on this theme please contact:

Margaret Peters on 01492 575983 or by emailing [margaret.peters@conwy.gov.uk](mailto:margaret.peters@conwy.gov.uk)

[RETURN TO TOP](#)



# Community Resource Teams

## Continued development of CRT's in Conwy and Denbighshire

- Key areas of engagement have been:-
  - Project Manager has re-instated the CRT Focus Group, the group has met twice and specific aspects of CRT development where additional capacity from Professional Leads will be needed to progress.
- Priorities that need further discussion and agreement:
  - Completing the CRT maturity matrix to aid local development action planning;
  - Survey of quality outcomes/evaluation of a seamless joint service and user feedback;
  - Outline and proposals of how the duty team might function, what support is required and how is it reviewed;
  - In Denbighshire CRT's, BCU OT's to commission care packages as DCC OT's currently do;
  - Training for healthcare reablement workers and support workers, using the reablement ethos and approach and linking to the recommendations from the Skills 4 Health work around the Support Worker role. Train, embed and deploy;
  - Co-ordinate the CRT business development meetings (specific request from Naomi);
  - Multidisciplinary training commissioned for CRT members.
- Project management support continues to be provided for individual CRT's where needed;
- Kelly Clewett has been appointed as the new CRT Lead in Denbigh.

For more information on this theme please contact:

Jacque Bickers on 01492 575354 or by emailing [jacqueline.bickers@conwy.gov.uk](mailto:jacqueline.bickers@conwy.gov.uk)

[RETURN TO TOP](#)

# Integrated Workforce

## Competency Based Workforce Strategy

The project has now reported to the Programme Board:

- Competency frameworks have been developed for Integrated Health & social care workers and Care Coordination;
- Identification that support is required for the senior managers to understand the next stages of integration and what these may mean;
- The project findings are being considered within the next phase of the Localities development.

The implementation of the workforce development is now being considered.

For more information on this theme please contact:

Alan Hughes on 01492 550403 or 07525 168701 or by emailing [alanhughes@ateiconsulting.com](mailto:alanhughes@ateiconsulting.com)

[RETURN TO TOP](#)